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REPORT

of the Minister's consultation on a proposed Futures Secretariat



Enthusiasm mixed with caution

“Let’s get on with the job”

“Let’s do it — but it is not enough,” Jacques Hébert, president of Canada World Youth, said in summing up his attitude towards External Affairs Minister Mark MacGuigan’s proposal to establish a Futures Secretariat.

Mr. Hébert was one of 43 invited participants to a day-long consultation with Mr. MacGuigan on October 29. MacGuigan invited them to discuss the secretariat as a small, new mechanism for building national awareness of the importance to Canada’s future of relations with the developing countries.

Mr. Hébert spoke for everyone present at the Lester B Pearson Building to the extent that not a single participant argued against the need for a mechanism to harness existing development efforts and enthusiasm for the purpose of raising national awareness.

“We are thinking in terms of an expanded NGO program,” Mr. MacGuigan said, assuring participants the secretariat

would not be set up at the expense of any existing NGO program. Nor was the intention to create another bureaucracy.

“The way in which so much of the discussion came together today has been very useful,” the Minister said. “I will be in touch with you again. We will follow up with all of you.”

However, some speakers cautioned the minister in various ways as they expressed support for his initiative. For example, Norman Goble, secretary-general of the Canadian Teachers’ Federation, admitted to suspicion about co-ordinating mechanisms because they tend to absorb resources, reduce output and sometimes input as well. The Secretariat must not be a barrier between the Minister and NGOs. But,

said Mr. Goble, it would be desirable if it facilitated consultation among NGOs themselves and between NGOs and the Minister.

Agreeing with Mr. Hébert, Andrew Kniewasser, president of the Investment Dealers

Association of Canada, added there is a critical need to increase understanding “about the inter-dependence of human beings in this world, not as a matter of idealism but as a matter of survival.”

The concerns expressed by participants dealt with the nature of information that the Secretariat would produce; with its structure and its relationship to NGOs and CIDA.

For example, Bernard Wood, executive-director of the North-South Institute, called for counter-propaganda rather than propaganda. Information put out so far has been faulty, he said, and there is a need for fuller, more factual information.

Kurt Swinton, executive vice-president of Carlson Marketing Group Ltd. said: “Let’s not preach to the converted.” And Mrs. Gertrude Elton of UNICEF added: “They must know why they should support programs to aid the developing world.

As to the Secretariat’s structure, a clear theme emerged that it must be small, efficient, independent and complementing rather than duplicating existing organizations.

Archbishop E.W. Scott, primate of the Anglican Church, stressed that it is vital to keep the Secretariat separate from CIDA. One of the main problems experienced by NGOs has been difficulty in dealing with departments and Ministers other than External Affairs whose policies affect their programs.

The Minister emphasized in his opening and closing remarks of the morning that the Secretariat would not be at the

further. The name might be changed, perhaps to World Secretariat.

2) We should encourage the flow of information from the Minister and others in government to the public.

3) More factual information is needed about the developing world. CIDA should be willing to make more information about its work available.

4) The idea was advanced that the Secretariat include a resource centre, possibly involving non-Canadians.

4) The existing NGO networks must not be overlooked; rather they must be encouraged to work closer together both in Canada and in the developing world.

The stop lights:

1) Do not create a new organization with a large bureaucracy.

2) Do not create a buffer between existing organizations and government decision-makers.

3) Beware of co-ordinating mechanisms in the bureaucratic sense.

4) Do not disrupt existing relationships between NGOs and CIDA.

The green lights:

1) There is indeed a need to explore the idea of a Secretariat

1) The Minister should not establish the Secretariat in any way that gives it a direct bureaucratic relationship with CIDA.

2) The Secretariat should be independent and free of government control.



JACQUES HEBERT AND MONSEIGNEUR HUBERT
...meeting the global challenge



W.J.A. BULMAN AND ANDREW KNIEWASSER
...a time for commitment

Time for leadership, not naivety: Minister

The Government has decided that Canada must show international leadership in meeting the "awesome challenge" represented by the determination of the world's poorest countries to secure their fair share of the earth's resources.

That was the message External Affairs Minister Mark MacGuigan brought to a consultation with prominent Canadians from all walks of life in Ottawa recently. The group assembled at the Minister's invitation to discuss his view that "a new dimension" is needed to enlist additional national support, particularly among young people, to the cause of better relations between the industrialized and the developing worlds.

Mr. MacGuigan said he had convened the consultation for two reasons:

First, because I believe that the government has a duty to ensure that citizens are informed about major issues of the day; our relations with the Third World fall in this category. We can no longer afford to be ignorant or naive, about the nature, or the magnitude, of the challenge we face in terms of the Third World. As the Brundt Commission put it, "Economic growth in one country depends increasingly on the performance of others. The South cannot grow adequately without the North. The North cannot prosper . . . unless there is greater progress in the South..."

Second, I believe we need to take some new initiatives to enlist the participation of many more Canadians, in all walks of life and from all parts of Canada, in Third World problems and issues. This is vital to sustain and support our growing aid programs as well as to broaden Canada's multi-faceted relations with the Third World.

Most of you here are familiar with the poverty in which the vast majority of the human family lives. Many of us have witnessed scenes of suffering in Africa, Asia and Latin America which have moved us deeply. As a civilized people such conditions are repugnant to us and are an assault on our values.

Fortunately, Canadians have responded to the needs of others. In addition to what we are doing through the Canadian International Development Agency (CIDA) on an inter-governmental basis, the people of Canada are voluntarily contributing over \$100 million annually for Third World development through more than 200 non-governmental organizations (NGOs), many of whom I am pleased are represented here. I wish to pay tribute to the superb job which the NGOs are doing. They



Some light moments relieved the generally serious discussion of the Minister's consultation. Here sharing a joke are External Affairs Minister MacGuigan, Commonwealth Secretary-General Shridath Ramphal (the guest speaker) MP Douglas Roche and Iona Campagnolo, former minister and CUSO volunteer worker.

demonstrate that one of the distinguished characteristics of our open, democratic society is our willingness to care for and help those in need, in Canada as well as beyond our shores.

However, our present efforts are dwarfed by the needs. We face an awesome challenge in our relations with the Third World — in terms of its magnitude as well as its complexity. We have entered a new period in the world's history when more than a hundred poor nations, having gained their independence, are determined to secure their fair share of the earth's resources.

Millions in these poor countries are striving to improve their lot — to break out of the bondage of poverty and backwardness which have denied them self-respect and the basic necessities of life. And their struggle is being harnessed by a political will and leadership more determined and more effective than ever before. In recent years, we have realized that poverty and unjust conditions are breeding grounds for violence and disorder and are often exploited by demagogues. We have learned also that, while the cost of responsibility of helping others may be great, the cost of evading responsibility is usually greater.

Our government has decided that Canada must show leadership in the efforts to create a new world order. This is why we intend to increase our Official Development Assistance to 0.5 per cent of GNP by 1985, and to reach the universally accepted standard of 0.7 per cent of GNP by the end of the decade.

We want to carry our citizens

with us in these decisions and to be assured of the widest public understanding for them across Canada. We must get the message across to a much wider audience than we have been able to so far. Hence I proposed, in my address to the U.N. General Assembly on August 26, 1980, a campaign for awareness of Canadians about relations with the Third World. I felt that a new initiative and a new mechanism are needed to give fresh impetus to the commendable efforts already being made by NGOs. This is particularly appropriate as the 1981 Economic Summit as well as the Meeting of Commonwealth Heads of Government will focus on the Third World and on North/South issues.

The immensity of the task requires a new dimension to present efforts, particularly to enlist the participation of young people, many of whom are simply not being reached. I am also eager to involve the private sector and the trade unions because I know they can bring us a wealth of knowledge and experience and help us to break new ground.

For example, I am prepared, if it would be helpful, to open a new channel for periodic ministerial exchanges with representatives of the private sector, unions and others on government policies with respect to the developing world. I have given you my thinking on the situation from my vantage point. I am convinced that the involvement of governments in this area is not sufficient. While paying fair tribute to the magnificent work done by non-governmental organizations, I would suggest that their con-

tributions plus those of government similarly do not equal a total answer. In short I tend to the view that whole communities, whole sectors,

whole strata, and whole industries in our society must be brought into the battle for a national commitment to international development.

Do you share this view? If so how do we go about the task?

1) How can we reach Canadians who are not being reached and who do not belong to the sort of organizations many of you represent?

2) What can we do to mobilize the abundant potential and creativity of our youth?

3) How can we best ensure that the business community and the unions share in this endeavour in which they have many common interests?

4) Can we together come to a view on a practical and useful mechanism to increase the Canadian public's awareness of Third World issues?

It is because I want and need your views on these matters, and your reflections on what you and the groups with which you are associated might wish to do in this cause, that I invited you to join us tonight. You are an unusual gathering of people. You represent diverse interests and you come from all parts of our country. I shall welcome your suggestions about the steps we should take in this endeavour.

People's movement only way: Ramphal

A "people's movement" is needed to support and encourage government to make significant changes necessary for a new era of world interdependence, Commonwealth Secretary-General Shridath Ramphal says. Given a chance, Mr. Ramphal told the Minister's consultation on a Futures Secretariat, people of the industrialized countries will provide support. But government must listen and act. Mr. Ramphal saw the proposal of a secretariat as an opportunity for Canada to provide badly needed world leadership in grappling with north-south problems.

Mr. Ramphal said that he had once believed that an enlightened world leadership could reach a consensus on the changes required and carry them through. "I am absolutely certain now that is wrong, that particularly in western democracies it is not going to be possible, however enlightened the leadership is, to make the kinds of changes, to take the great leaps forward that we are talking about save on the basis of, not just the acquiescence, not just the consensus but the positive encouragement and support of the people."

Mr. Ramphal said it is important for governments to take a longer look forward than they are usually able or willing to do.

When one has the opportunity such as you have . . . to encourage a minister who offers you a chance to do this . . . to agree with him that there is a role, in whatever shape you ultimately devise, to help the government prepare Canada for that kind of new era and to permit Canada to help to prepare the rest of the world . . . then I hope it is an opportunity you will grasp and take seriously.

"The shaping of our common future is much too important to be left to governments and experts alone. Therefore, our appeal goes to youth, to women's and labour movements; to political, intellectual and religious leaders, to scientists and educators, to technicians and managers; to members of the rural and business communities. May they all try to understand and conduct their affairs in the light of this new challenge."

— Willy Brandt

"Existing networks must be involved"

Following are capsule summaries of points made by each of the participants at the Minister's consultation. This is not intended as a full report, or minutes, but rather a selection of salient points. The entire discussion was taped and a more detailed record is available if desired.

John Harker, director, International Affairs, Canadian Labour Congress, Ottawa: The secretariat, if formed, should have a broad mandate and should undertake innovative programs which will reach the whole community. It should receive new funds, and should not reduce the present budget of CIDA for this work. It should not reduce the level of activity or effectiveness of the NGOs currently involved in development education or animation. It could greatly increase the potential for that understanding between government and the community without which future development endeavors are not likely to attract the necessary support.

Kurt Swinton, executive vice-president, Carlson Marketing Group Ltd., Weston, Ont.: "What we are looking for is a mechanism to put existing networks into operation." We must not preach to the converted. We must

1. Take advantage of existing networks by tapping their expertise and structure.

2. Spread the gospel by means of provincial and local organizations and groups.

3. Make more use of the media. Senior media people would accept guidance and help.

Richard Harmston, executive director, Canadian Council for International Cooperation, Ottawa: This consultation is a major step in the right direction. It has always been difficult to consult the Minister in

Canada. Political leadership in the broader sense must be demonstrated before all the activities and good intentions and will can be harnessed to maximum effect. The general approach to a Secretariat as outlined so far is good. A consultative mechanism, such as today's meeting, must be a central feature of the Secretariat. The NGO people do not know how to dialogue sufficiently with business, labor and other sections of society. Public support, marked by an increase in voluntary giving, has risen in recent years. The name might be changed, perhaps to World Future Commission, or Board. Only Government can bring together diverse elements of society. Not enough input has been offered or sought in the past and there is a need to advise the Minister and Government about policy direction. The support of the media is crucial and it must be encouraged to focus more on the Third World.

Mrs. Gertrude Elton, President, Canadian UNICEF, St. John's: It is not enough to inform the public, the public must be told why international development projects are worthy of support. (She displayed a variety of UNICEF publications which have successfully been placed in schools throughout Canada and have achieved success in explaining why youth should support development and what happens if support is withheld.)

Gary T. German, Noranda Mines, Toronto: "It's a question of participating" not just of providing aid. A small, informed group which would gather at regular intervals for consultations with the Minister would be useful. Humility is an attribute of Canadians, that can be harnessed to good purpose in the Third World.

Archbishop E.W. Scott, Primate, Anglican Church of Canada, Toronto: It is vital to keep the Secretariat separate from CIDA. One of the problems of NGOs has been the difficulty they have experienced in dealing with other departments and Ministries, apart from External Affairs and CIDA. Yet policies formulated in those departments can bear upon and even undercut NGO efforts. The Secretariat should find a way to coordinate the different perceptions and lines-of-action and provide a focus on what the total Canadian community can achieve in development. There needs to be a deeper analysis of where we are going and how.

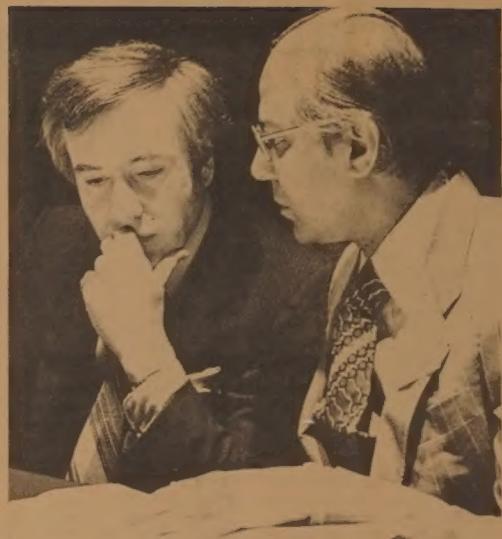
Monseigneur Bernard Hubert, Bishop of Saint-Jean de Québec: People are generally passive before the enormity of the problem because they feel incapable of checking out all the information being made available. We must give people the means to verify such information. The Secretariat should be more of a public crossroads than a government

institution: a place for different groups to meet and talk. The churches have something to contribute and wish to participate.

Norman Goble, secretary-general, Canadian Teachers' Federation, Ottawa: Coordinating mechanisms tend to absorb resources, reduce outputs and possibly also reduce inputs. CIDA has succeeded in genuine "People to People Operations". The problem is a gap in communication because NGO people are often asked whether their activities reflect the views of the Government. For example, a question often asked is: "Is Canada committed to the transfer of capability to the Third World?", a question of power-sharing. A Secretariat is welcome providing it does not put NGO activities in jeopardy as they become more subject to shifts in political policy. It would be desirable, however, to have an agency giving the NGO community a better opportunity to consult, providing the Minister is not a barrier to this consultation.

Yvon Daneau, secretary-general, Confédération des caisses populaires et d'économie Desjardins du Québec: The public should be more aware of the economic impact of Canadian aid to developing countries. Information should be made available on the basis of logic and reason rather than of temporary emotion. We wish to see a better co-ordination of Canadian activities in the Third World to prevent contradictions and conflicts between the various parts. The government should pressure multilateral institutions to co-ordinate their actions more effectively. Government policies towards the Third World ought to be better known.

Andrew Kniewasser, president, Investment Dealers Association of Canada, Toronto: The essential, urgent objective is quite simply to substantially increase the level of public understanding in Canada about the interdependence of human beings in this world, not as a matter of idealism but as a matter of



MARK MACGUIGAN AND LEWIS PERINBAM
...a "very useful" consultation

survival. And it is urgent that we get right at that. The path to our relations with the outside world is like the path to heaven. "It's very broad and there is room for all kinds of people on that path but let's get them on the path" . . . We need a locus to relate to each other and we need some leadership. That is the role of the secretariat. If it's non-political that's fine. But it will need the Minister's personal support. It has to be just another agency. It has to have a commitment. Let's do it.

Kent Jespersen, corporate vice-president, Nova Corporation, Calgary: The Secretariat concept is a good one and its role ought to be one of facilitation and coordination. A good information program reaching out to all regions might be part of its function. The internationally-accepted objective of allocating 0.7 per cent of GNP to development, now targeted for the end of the decade, might well be advanced a couple of years providing public acceptance of development is established.

A.K. Gillmore, executive director, Association of Universities and Colleges of Canada, Ottawa: There is a need for a new mechanism but we should avoid creating a large new organization simply for the sake of creating one. Identified roles are to provide an exchange of ideas and a clearing house for

the various existing organizations as well as to improve communications between External Affairs and NGOs. Perhaps a name other than Futures Secretariat would be better.

Mme Marie-Josée Drouin, executive director, Hudson Institute of Canada: We should distinguish between information which provides answers or closes discussion and education which opens discussion and encourages debate. The secretariat should concentrate immediately on the information function by inter-connecting networks and available resources in order to shake people out of their complacency and by acting as a data bank. It should also help to prepare the future by clearing the ground in terms of making issues and options known.

Frank Ballachey, manager, government relations, Royal Bank of Canada, Ottawa: The developing countries will need \$80 billion in 1980. Their debts are already considerable. The bank's projection of the way the ratios are moving now shows that the debt ratio by 1995 could be as high as 68 per cent. "It's pretty frightening." Income differential between the industrialized and developing world will continue to widen. Demand for capital at non-commercial rates will continue to be high.



MRS. G. ELTON, MS. R. DRUXERMAN AND MME. M.J. DROUIN
...listening to the voices of experience



ARCHBISHOP SCOTT
...separate from CIDA

Participants put positive proposals

Douglas Roche, MP: It should be outside but with close liaison with CIDA.

Before the Secretariat can increase public awareness, it must first determine what public opinion is now. It should also examine what is already being done to educate the public on international development issues and how that might be improved. To do this the Secretariat could:

- conduct public opinion polls
- examine CIDA's non-governmental organizations public participation program
- survey media coverage of international development
- develop relations with special interest organizations to reach certain segments of the population
- study the most effective means of reaching the public.

Once the information is gathered, the next step is to educate the public.

the Secretariat could:

- develop public and high school education programs.
- produce television documentaries or movies
- promote personal contacts between Canadians and people in developing countries

Funding of public education should rise from the present level of 0.3% to 1% of our aid program.

Hon Iona Campagnolo, Vancouver (Mrs Campagnolo spent part of the summer working in a voluntary capacity for CUSO in Southeast Asia): We have a chosen task to which we are fully devoted. And yet somehow we are largely independent of each other and it's obvious that in adapting to a global society we've got to begin with greater efforts at interaction and interdependence between ourselves. That is going to be difficult to achieve. If we can succeed we can render the world a great service. The Canadian presence in southeast Asia is minimal when compared to other nations.

Dr E M Fulton, Mount St-Vincent University, Halifax:

Research is among the top priorities for a Secretariat. There has been insufficient discussion about the role of women in the developing countries and that is partly because women in those countries have little power or influence, and the illiteracy rate is high. But that doesn't mean our programs have to be male-dominated.

Dr James Nininger, president, Conference Board of Canada, Ottawa:

The secretariat will be facing three challenges to co-ordinate an over-all strategy towards the developing countries; to meet the expectations that will accompany its creation; to focus on our success stories and build on them. Two conflicting trends are at work, one the emphasis on self-interest at many levels, the other the international trend towards inter-dependence. The result is a clouded, confusing milieu for many. The Conference Board is prepared to play an appropriate role in the secretariat.

Denton Clark, President, Canadian Chamber of Commerce, Toronto:

Kurt Swinton has volunteered to chair a special committee of the Chamber of Commerce to determine ways in which the Chamber might contribute to the success of the Secretariat. Feedback from the committee would be provided as soon as possible.

WJA Bulman, past president, Canadian Manufacturers Association, Winnipeg:

The Canadian Manufacturers Association views the developing countries as a potential market for expanded sale. But the CMA looks forward to playing a larger role in the world market, including developing countries, and in sharing technology. If the Secretariat is kept small and is the means of sharing facts and information, it will be valuable. The manufacturing community,

where it can, will lend its support. The CMA recognizes that we have a lot to gain in a strong relationship with the developing world.

Prof Irwin Cotler, president, Canadian Jewish Congress, Montreal: "The networks may be in place (in the north-south field) but they are not exactly networking with each other." There is a need to co-ordinate their activities better and the secretariat might do that. At present the networks--corporate, academic, NGO, labor--are working in parallel fashion but they are not sufficiently interactive.

The secretariat might also serve as a clearing house for correct information. A resource bank might be useful for Canada to have operating for next year's Economic Summit in Ottawa. We should monitor Canadian compliance with goals and stated strategies. As well, Canadians need some "psychological outreach" because they are preoccupied with their own national concerns. Finally, the secretariat might play a useful role as an action-oriented think tank for brainstorming purposes.

Mrs Amy Williams, President, National Council of Women; Montreal:

The consultative process should be quadripartite, that is government, industry, labor and people. The Secretariat should not be a barrier to existing organizations and should not be advisory to them.

So far there was no evidence of any intention to play an advisory role, nor was such a role desirable. Barbara Ward's book, "The Rich Nations and the Poor Nations," explains the issues concisely and is an example of the kind of reading that should be made more widely available.

Herb Breau, MP, chairman of the Parliamentary Task Force on North-South Relations: A witness before the task force made the striking comment that "awareness comes with the commitment." You don't get awareness on anything anywhere unless you engage yourself. You cannot wait for awareness to motivate us to do something about our commitment to international development. As a follow-up all participants should speak out on the issues.

J.M. Klassen, executive secretary, Mennonite Central Committee, Winnipeg: A secretariat should be capable of critically analyzing important documents like the Brundt Commission report because there is a need for critical examination before such reports are fully accepted. It should not be a public relations arm for any government department but rather it should be detached enough to take an independent view of government policies.



AMY WILLIAMS AND KURT SWINTON
... don't preach to the converted'

The Minister may face the problem of having to justify politically a lower standard of living if we are really serious about development.

David Kennedy, Rotary Clubs of Canada, Guelph, Ont:

There are two types of NGOs. The first is already involved in development assistance work. Public support for their activities has been rising, as measured by higher donations during recent years. A judicious increase in CIDA support for those with proven records could help them to do more. The second group covers organizations less active or inactive in development and they hold potential for raising awareness.

They will need basic information about development with suggestions about how they could help, with perhaps technical help in implementing their own programs later. Thousands outside the NGOs would read books like North-South, the Report of the Brundt Commission, if they could get it. We should encourage each other and exchange useful information.

Glen Flaten, first vice-president Canadian Federation of Agriculture Regina:

Programs should be economically and intellectually acceptable to the intended recipients. We must not lose sight of the goal which is to help people and the first need is for food.

Farmers have a vested interest in food aid and do not fear Third World countries becoming self-sufficient in food because self-sufficiency increases their ability to trade to our benefit.

Bernard Wood, executive-director, North-South Institute, Ottawa:

The key component at the

moment is a basic change in our relations with the developing countries...some developing countries now matter to Canada as a country in exactly the same way as others do. They can no longer be viewed simply as needy or worth of help. Some now make a big difference to us in substantial ways and to our citizens in their everyday lives. The institute will be publishing in about a month an analysis (*In the Canadian Interest*) of how the Brundt Commission's proposals would apply to Canada. And the institute is embarking on an ambitious program of assessing the effectiveness of CIDA programs. In the information field, the need is for counter propaganda to correct inaccurate perceptions and outdated stereotypes. Government has a responsibility to provide full, factual information. Officials should get out of their offices and dialogue with people more regularly.

Tom Bata, president, Bata Limited, Don Mills, Ont:

There are many more successes than failures in the industrialized countries' relations with the developing world.

The new era will be marked by a more complex relationship including the question of how resources may be transferred from industrialized to developing countries. If in the process living standards of the industrialized countries are reduced it will be politically difficult to sustain an increased aid program. It is necessary to determine both Canadian and general world policy to establish a plan that achieves progress in the developing countries but allows progress to continue as well in the industrialized world.

"We must first create the merchandise, then create the mechanism to sell it."



TOM BATA AND FRANK BALLACHEY
...facing up to Third World challenges

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du colloque du ministre sur un Secrétariat de prospective

RAPPORT

„Mettons-nous au travail!“

Enthusiasme nancé

du colloque du ministre sur un Secrétariat de prospective

KAFFER

DA PPO DI

ministres, autres que les Af-

W.D.A. BOLLMAN ET AL. / INFLUENCE OF POLYMER

JACQUES HEBERT ET MGR HUBERT
...le défilé global

positive sur les pays en voie de développement. 4) On a fini. Valoir 1/2. 5) Encourager le développement des petites entreprises. 6) Des échanges commerciaux entre les pays. 7) Des échanges culturels. 8) Des échanges scientifiques. 9) Des échanges techniques. 10) Des échanges de main-d'œuvre. 11) Des échanges de matière première.

2) On doit encourager l'échange d'information entre les ministres et les fonctionnaires de l'Etat. 3) On a besoin d'informations publiques. 4) Les personnes de la presse doivent être informées de la situation de l'Etat. 5) Les résidents de l'ACDI, résument les discussions de la réunion de l'ACDI. 6) Les personnes de la presse doivent être informées de la situation de l'Etat.

barriers extremes, don't let secretariat de prospective pourrait changer son nom pour les effets loudelement possibles peuvent sembler modéle, les derniers effets

Les réserves extrêmement primitives et les participants au tour de la nature effectuent des exercices de méditation et de prière. Ces exercices sont organisés par les associations de la Confédération mondiale des organisations spirituelles (ACDI), qui a été créée en 1973 par l'abbé Pierre Teilhard de Chardin et le père Georges Cottier. Ces exercices sont organisés par les associations de la Confédération mondiale des organisations spirituelles (ACDI), qui a été créée en 1973 par l'abbé Pierre Teilhard de Chardin et le père Georges Cottier.

1.9. Structure

Tous les participants étaient d'accord avec M. Hébert, car, dès qu'il a été présenté de la formation des institutions canadiennes, certains participants ont été étonnés par la pertinence de la formation des institutions canadiennes. Cependant, il a été proposé que la formation des institutions canadiennes soit étendue à l'ensemble des institutions canadiennes, et non pas à la formation des institutions canadiennes. Cependant, il a été proposé que la formation des institutions canadiennes soit étendue à l'ensemble des institutions canadiennes, et non pas à la formation des institutions canadiennes.

Jacques Hebert, président de l'Académie Canadienne Mord-Sud, a déclaré à la presse: « Nos pensées favorisent l'expansion des programmes d'assurance-chômage. » Les députés du Parti libéral ont déclaré que les députés du Parti progressiste-conservateur, qui ont voté contre la motion de l'opposition, ont démontré qu'ils étaient dans l'opposition au programme de l'assurance-chômage. »



